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## Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief/Plans and Policy Staft UNFIDENTIAL

DATE: 21 October 1960

FROM : Chief/JOTP

SUBJECT: Your memorandum to DTR dated 17 October 1960; Subject: Redefinition of Recruitment and Training Programs

- A. 1. During and after our long discussion about the IG Report, I felt that we saw very much eye to eye on the subject of giving training to all new employees. There was one point, however, on which apparently we did not reach complete understanding. I think, therefore, that before you take up the paper with the DTR, it would be a good idea for me to try to clarify my position on handling the training for those entering on duty as junior professionals but who were not in the JOT Program.
- 2. In our discussion, I felt that all new employees should be divided into five, not four, broad categories. Evidentally, we did not agree on the term "semi-professional." Your definition of "semi-professional" includes what I would call technicians. My concept of the "semi-professional" is the individual just below JOT level. He should be given the opportunity to become a JOT although he appears at EOD to be the kind of individual who could be more appropriately placed in professional jobs which do not contribute to the development of the true JOT's assets. Such positions are of the routine type but must be done by a fairly capable individual. RID analysts, many of the positions in SR/6, many analysts in OCR, editors in FBID, and "intelligence officers" in OBI come into this category.
- 3. My "semi-professionals" would be people who at present are rejected for the JOT Program because we feel they cannot compete satisfactorily with the JOT but who have assets that would be useful in the Agency. They would be entered on duty in the JOT class and complete the Orientation Phase. If, as we expect, their performance is not up to that of the normal JOT, their further training would be limited to specialized courses offered by OTR, which would be appropriate to the positions to which they would be assigned. They would then be given an on-the-desk assignment of perhaps six months and then be transferred to the Division. On the other hand, if by their performance they indicated that our initial unfavorable judgment was inaccurate, they would continue with the JOT Program. And, of course, provision would also be made to down-grade those selected for the JOT Program who did not perform up to the expected level.

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25 YEAR RE-REVIEW



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4. This, in effect, means an increase in the flexibility of the JOT Program to consider a group who ordinarily would not qualify under the JOTP Regulation. It also means that the selection for the JOT Program as now constituted would be confirmed after we had had substantial experience with the individual in judging his capacity for our work. This procedure would develop considerably more competition than exists today. It would also strengthen the JOT Program itself in that it would add one more criterion to those already used in selection.

I would therefore cast the new employees into the following groups:

(1) Junior Officer Trainee
(2) Semi-Professionals

(3) Junior Professionals

(4) Junior Officer Trainee
(5) Junior Officer Trainee
(6) Junior Officer Trainee
(7) Junior Officer Trainee
(8) Junior Officer Trainee
(9) Junior Officer Trainee
(1) Junior Officer Trainee
(1) Junior Officer Trainee
(2) Junior Officer Trainee
(3) Junior Officer Trainee
(4) Junior Officer Trainee
(5) Junior Officer Trainee
(6) Junior Officer Trainee
(7) Junior Officer Trainee
(8) Junior Officer Trainee
(9) Junior Officer Trainee
(10) Junior Officer Trainee
(11) Junior Officer Trainee
(12) Junior Officer Trainee
(13) Junior Officer Trainee
(14) Junior Officer Trainee
(15) Junior Officer Trainee
(16) Junior Officer Trainee
(17) Junior Officer Trainee
(18) Junior Officer Trainee
(18) Junior Officer Trainee
(19) Junior Officer Train

Specialists (as noted in your paper, 2. b.) b. (recomited (12)

- Technicians (who might be defined as those who EOD C. but do not have education as high as a college degree or to put it another way, those who are not professionals.)
- Clericals d.

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1. With regard to your paragraph 4 concerning the revamped approach to JOT training, I would like to see some Overseas Effectiveness included in the Orientation Phase. Those JOT's who took the first running of the full course report that they are doing their jobs on the desk much better because of it.

2. Since talking with you and in the light of your suggestion that the OFC be dropped entirely, it has occurred to me that perhaps the best solution to the problem of selection for intensive training would be to send JOT's, "Semi-pros," and Specialists to the OC Course for about five weeks (whether it is four, five, or six weeks would depend on the course content.) At the end of this time give the class a one-week break. During this break, decisions would be made in JOTP as to whether each individual would continue his OC training or go into the other possible intensive training opportunities. This, of course, would mean a rather large class for the first few weeks, but it would be drastically cut for the remainder of the course. Those being eliminated would be the group who would be selected for the DD/I, the group for the DD/S, and the group who

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would anyward!

fell into the semi-professional category. I remind you that by this method, all junior professionals would be exposed to some CS training. All of this means that the Orientation Phase would probably be extended by the amount of time devoted to the first bloc.

It also means that we would be much more professional, not only in the training given all junior officers, but also in our selection of the career development of each individual.

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